

DEBRIEFING HANDBOOK



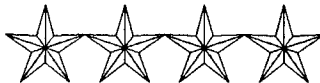
A Practical Guide for Conducting Post-Award Debriefings

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U.S. Army Materiel Command
AMC Pamphlet 715-3
Volume 6



FOREWORD

This handbook, developed by the U.S. Army Materiel Command acquisition and legal communities, consists of easy to follow guidance for conducting post-award debriefings. Implementing the handbook's guidance will result in meaningful debriefings and will instill greater confidence in the acquisition process.

The U.S. Army Materiel Command is fully committed to strengthening its relationship with industry. Comprehensive and open debriefings enhance that relationship. Following the guidance in this handbook and the best practices contained in our companion source selection pamphlets enable us to judiciously obtain the best equipment for our soldiers.

I encourage you to read the handbook and follow its guidance!

Leon E. Salomon
General, U.S. Army
Commanding
U.S. Army Materiel Command



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We would also like to express our appreciation specifically to: Edward Korte, William Medsger, Gary Tull, John Moore, Lewis Ashley, Albert Dawes, Nick Femino and Robert Spazzarini, who so generously shared their time, expertise, and ideas in support of the project.

Finally, we recognize the Department of the Army staff for their enthusiastic support of the project.

Additional copies of this publication are available from the Defense Technical Information Center (DTIC). The guide may be ordered by calling 1-800-225-3842 or 1-800-CAL-DTIC.

We welcome your comments regarding this guide. Please send your suggestions to the address shown at the back of the guide.

This pamphlet does not create any substantive or procedural right in third parties or impose any specific legal duty or obligation upon any government organization or employee.

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HEADQUARTERS, UNITED STATES ARMY MATERIEL COMMAND
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PROCUREMENT

DEBRIEFING HANDBOOK

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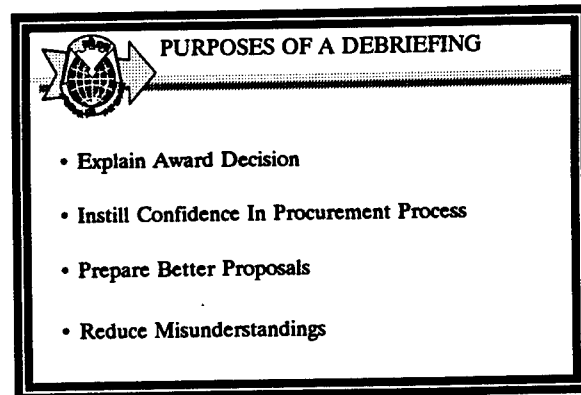
WHAT IS A DEBRIEFING?

A debriefing is a meeting between government personnel and an offeror after a contract has been awarded. The purposes of a debriefing are:

- To explain the rationale for the contract award decision.
- To instill confidence in the offeror that it was treated fairly.
- To assure the offeror that proposals were evaluated in accordance with the solicitation and applicable laws and regulations.
- To identify weaknesses in the offeror's proposal so the offeror can prepare better proposals in future government procurements.
- To reduce misunderstandings and protests.

A debriefing is NOT:

- A page-by-page analysis of the offeror's proposal.
- A comprehensive point-by-point comparison of the proposals of the debriefed offeror and the successful offeror.
- A debate or defense of the government's award decision or evaluation results.



"Good debriefings do not encourage protests. On the contrary, a comprehensive debriefing is the most effective deterrent to the misunderstandings and distrust that generate litigation."


**Command Counsel
U.S. Army Materiel Command**

WHO IS ENTITLED TO A DEBRIEFING?

The law requires that whenever the Government awards a contract based on competitive proposals, an unsuccessful offeror is entitled to a debriefing if it timely requests one. Debriefings are not required when sealed bidding procedures are used.

The law is silent as to whether the Government should debrief the awardee, but good business practice dictates that the Government should debrief the awardee if requested. Although the Government often conducts a post-award conference with the

awardee, that meeting does not necessarily substitute for a debriefing.



WHO IS ENTITLED TO DEBRIEFING?

- When Award Based On Competitive Proposals
- Unsuccessful Offeror—Entitled By Law
- Awardee—Should Be Given If Requested



WHEN MUST A DEBRIEFING BE CONDUCTED?

By law the Government must conduct a debriefing for an unsuccessful offeror if: (1) the offeror makes a written request for a debriefing, and (2) the request is received by the contracting activity within 3 days after the offeror received notice of the contract award.

Here's a simple rule for computing time periods: Don't count the day the offeror received the notice of award. Start with the next day. For example, if the offeror received the notice of award on Tuesday, the 1st day is Wednesday, the 2d day is Thursday, and the 3d day is Friday. Thus, the request for the

debriefing must be received by the contracting officer no later than close of business on Friday.

Establishing the date the offeror received notice of contract award may be difficult if the notice is sent by regular mail. Accordingly, contracting officers should consider sending the notice by mail with return receipt requested or by electronic transmission (fax) with immediate acknowledgment requested. Remember, every day of delay in notifying the offeror usually extends by 1 day the time in which a protest may be filed.

If the contracting officer receives a timely request for debriefing, the contracting officer must conduct the debriefing within 5 days, to the maximum extent practicable, after receipt of the request.

The contracting officer must remember that the scheduling of a debriefing may have significant ramifications if a protest is later filed. A protester filing a protest with the General Accounting Office is entitled to an automatic suspension of contract performance if the protest is filed within 5 days of the debriefing date offered to the protester (or 10 days after contract award, whichever is later).


Thus, it is extremely important that the contracting officer schedule the debriefing for the earliest possible date for the Government. The contracting officer should inform the offeror of the scheduled date in writing by electronic means with immediate acknowledgment requested. If the offeror is unable to attend the scheduled date and requests a later date, the offeror should be required to acknowledge in writing that it was offered an earlier date, but requested the later date instead. This procedure will

protect the Government's interests if the offeror subsequently files a protest.

If an offeror submits an untimely request for debriefing (i.e., received more than 3 days after notice of contract award), the contracting officer should nonetheless conduct a debriefing if feasible. However, the contracting officer should inform the offeror that the request is untimely. Untimely requests do not invoke the statutory provision for automatic suspension of contract performance unless the protest is filed within 10 days of contract award.

The time periods stated in this pamphlet were current on the date of publication. However, always check the applicable procurement regulations for revisions.

Although not required by law or regulation, contracting officers are encouraged to conduct preaward debriefings, when requested by offerors who have been eliminated from the competitive range. Information provided at a preaward debriefing should be limited to information available in the solicitation, such as the basis of award and evaluation approach, and the deficiencies and significant advantages and weaknesses of the debriefed offeror's proposal.

**WHEN IS DEBRIEFING CONDUCTED?**

- Offeror Must Request w/in 3 Days Of Notification Of Award
- Debriefing Must Be Conducted w/in 5 Days Of Request

WHERE IS A DEBRIEFING HELD?


The contracting officer is responsible for selecting a suitable location for the debriefing that ensures a professional presentation in a nondistracting environment.

A conference room will normally suffice. Obviously, the room must be equipped with the necessary audiovisual equipment that will be used during the debriefing. The contracting officer should consult with the offeror to ensure that adequate seating will be available for all personnel attending. If classified material will be discussed, appropriate arrangements must be made.

Although face-to-face debriefings are frequently preferable, it is appropriate to conduct debriefings by telephone or other electronic means. Sometimes, it will be financially prohibitive for the offeror to attend in person. The needs of the offeror should be afforded due consideration, but

the contracting officer makes the final decision as to the debriefing location.

If some of the government personnel are located at an installation other than the contracting office, the contracting officer may decide that those individuals' attendance is best accomplished by telephone or video conference. The possibilities are endless--make use of available technology and do what makes sense!

**WHERE IS A DEBRIEFING HELD?**

- Professional and Nondistracting Location
- Ensure Adequate Seating
- Arrange For Necessary AV Equipment
- Make Use Of Available Technology
- Make Arrangements For Classified Material

WHO ATTENDS A DEBRIEFING?

GOVERNMENT PERSONNEL

The contracting officer is responsible for chairing the debriefing. This doesn't mean that the contracting officer must conduct the entire debriefing. In fact, usually the contracting officer will rely on government technical and cost personnel to present the portions of the debriefing that address those specialized areas of



the offeror's proposal.

The contracting officer identifies the Government debriefing team members. The selection is based on the complexities presented in each procurement. The key is to ensure that knowledgeable Government personnel are present. Because of the statutory requirement for a prompt debriefing, the contracting officer should tentatively select the team before the contract award is announced.

When determining the composition of the team, the contracting officer must keep in mind the objectives of a meaningful debriefing. Above all, the Government must display that it fully understood the offeror's proposal. If this is not conveyed, the offeror will obviously have little confidence in the conduct of the procurement. Many debriefings have failed merely because the contracting officer did not ensure appropriate Government personnel were present.


The contracting officer's legal counsel should attend the debriefing. Legal counsel should also assist in the preparation of the debriefing. If the procurement is in litigation or under protest, legal counsel must attend the debriefing. Legal counsel should be informed of any indicators that a protest is likely. However, the contracting officer will not deny a debriefing because a protest is threatened or has already been filed.

DEBRIEFED OFFEROR PERSONNEL

The contracting officer should ask an offeror scheduled for a debriefing to identify all individuals by name and position who will attend the debriefing. Normally, no limitation should be placed on the personnel the debriefed offeror may bring to a de-

briefing. Nonetheless, space limitations of Government facilities may require restrictions in extraordinary cases on the number of offeror personnel invited to attend. The contracting officer, however, should not impose restrictions unless the contracting officer has determined that all suitable alternate facilities are unavailable.

There may be times when the contracting officer will consider offering to have high level officials from the requiring activity present at the debriefing if the offeror in turn agrees to have commensurate management officials present. This has proven effective when high level officials were substantially involved in the procurement or the procurement received extensive high-level visibility or scrutiny.

**WHO ATTENDS A DEBRIEFING?**

- Contracting Officer Chairs The Debriefing
- Gov't Debriefing Team Must Consist Of Knowledgeable Personnel
- Invite Gov't Legal Counsel
- Don't Place Limitations On Number Of Debriefed Offeror Personnel



"This debriefing handbook contains practical step-by-step guidance for improving debriefings. Following the guidance will result in successful debriefings."

Assistant Deputy Chief of Staff for
Acquisition and Contracting
U.S. Army Materiel Command

PREPARING FOR A DEBRIEFING


A debriefing requires preparation! Only the foolhardy will attempt to conduct a debriefing unprepared. Experience has shown that going into a debriefing unprepared is the surest way to lose the confidence of the offeror and increase the prospects of a protest.

Because debriefings are given promptly after a contract is awarded, preparation must begin before the award is announced. Usually, the proposal evaluation board assists the contracting officer in preparing debriefing charts and conducting the debriefing. Accordingly, at the time the evaluation board is formed, the contracting officer must inform the evaluators that their duties include assisting with debriefings.

The extent of preparation necessary varies considerably with the complexity of each procurement. Sometimes, merely preparing debriefing charts is sufficient. Other times,

dry run rehearsals are necessary.

Finally, all government personnel attending the debriefing must be briefed on their roles and expected demeanor during the debriefing. Argumentative or overly defensive conduct should be discouraged, and Government personnel should be instructed to make their presentations positively.



PREPARING FOR A DEBRIEFING

- Preparation Must Begin Before Award
- Prepare Charts
- Brief Gov't Personnel On Their Duties
- Rehearse If Necessary

WHAT MATERIALS SHOULD BE BROUGHT INTO THE DEBRIEFING ROOM?

Debriefing material normally consists of briefing charts and notes prepared for use during the debriefing.

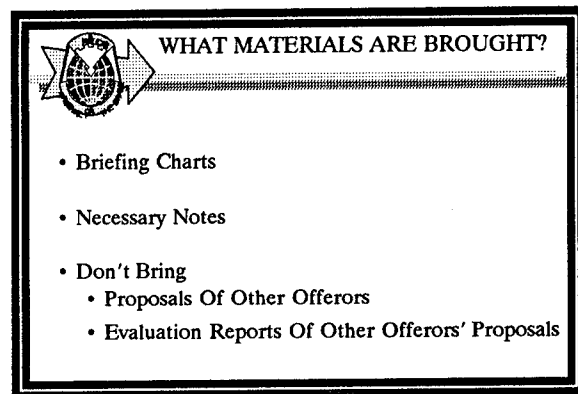
Experience has shown that Government personnel should **NOT** bring the following materials into the debriefing room:

- Proposals of other offerors, and
- Proposal evaluation reports of other offerors' proposals.

The presence of these documents can lead to the inadvertent disclosure of proprietary information and prohibited point-by-point comparisons of proposals.

Experience has also shown that a faulty

memory or misstatements by Government personnel are detrimental to a successful debriefing. Thus, contracting officers must ensure that necessary notes or other documents are accessible during the debriefing.



DEBRIEFING THE UNSUCCESSFUL OFFEROR

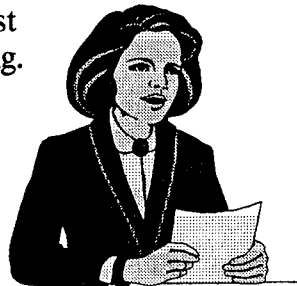
WHO'S IN CHARGE?

The contracting officer is responsible for the debriefing and as such must never lose control of the debriefing.

officer should then explain the purposes of the debriefing. (Refer to **WHAT IS A DEBRIEFING?**)

INTRODUCTION

The debriefing should begin with a brief introduction of all attendees. The contracting



GROUND RULES

Next, the contracting officer should inform everyone of the ground rules for the debriefing, any time constraints, and the debriefing agenda.

Often, contracting officers request that questions from the debriefed offeror's personnel be funneled to the debriefed offeror's main spokesperson who will ask all the questions. This practice is permissible and, in fact, often enhances the orderly conduct of a debriefing.

SOURCE SELECTION PROCESS

The process used in evaluating proposals and selecting the awardee should be briefly explained. The source selection authority normally should be identified by name. The identities of the evaluators, other than those present at the debriefing, are normally not disclosed. Nonetheless, the Government must convey to the offeror that the proposals were evaluated by qualified personnel.

EVALUATION CRITERIA

The evaluation criteria disclosed in the solicitation should be restated as the foundation for discussing the evaluation results.

EVALUATION RESULTS

The source selection information disclosed

at a debriefing for an unsuccessful offeror is governed by law, regulation and the sound discretion of the contracting officer. At a minimum, the following information will be disclosed:

(1) THE SIGNIFICANT ADVANTAGES OF THE DEBRIEFED OFFEROR'S PROPOSAL.

(2) THE DEFICIENCIES AND SIGNIFICANT WEAKNESSES OF THE DEBRIEFED OFFEROR'S PROPOSAL.

When is a weakness significant? If the weakness was of significant enough concern to warrant its discussion during the negotiation phase of the procurement, it is probably significant for debriefing purposes as well. Whereas, if it wasn't significant enough to warrant discussion, it is not significant for debriefing purposes either, unless, of course, the weakness was created in the best and final offer (BAFO).

(3) THE EVALUATION RATINGS OF THE DEBRIEFED OFFEROR AND AWARDEE--BUT ONLY TO THE SECOND LEVEL OF EVALUATION.

If the evaluation board used adjectival ratings, the adjectives and their definitions contained in the evaluation plan should be disclosed. If numerical ratings or color

"Department of the Army fully supports this AMC debriefing initiative. Industry is entitled to know how we evaluate proposals...and what they might do to improve their proposals."

**Assistant Secretary of the Army for
Research, Development and Acquisition**

codings were used instead, they should be disclosed likewise. Only the ratings of the debriefed offeror's and the awardee's proposals should be disclosed. Do **NOT** disclose the ratings of the other unsuccessful offerors.

What is the second level of evaluation? For example, assume the solicitation sets forth the following four areas of evaluation: Technical, Management, Integrated Logistics Support (ILS), and Past Performance. This is the first level of evaluation and the overall ratings for each of the four areas would be disclosed.

If several elements were separately rated under an area (such as Management Approach, Proposed Staffing, and Past Corporate Experience in the Management area), then those elements constitute the second level of evaluation and their ratings should also be released.

The evaluation ratings at the third and fourth levels of evaluation of the awardee's proposal should normally not be revealed. If ratings are revealed at these lower levels, it is conceivable that the contracting officer may run afoul of the statutory prohibition against point-by-point comparisons of proposals.

Ratings of the debriefed offeror's proposal may be revealed to these lower levels if necessary to explain the rationale for the award decision. Be prepared to explain the rationale for the ratings of the debriefed offeror's proposal.

(4) THE GOVERNMENT'S TOTAL EVALUATED COSTS/PRICES OF THE DEBRIEFED OFFEROR'S PROPOSAL.

The total evaluated costs/prices of the de-

briefed offeror's proposal should be disclosed for each contract line item (CLIN), and an explanation given for any significant cost realism adjustments made by the Government at the major cost element level.

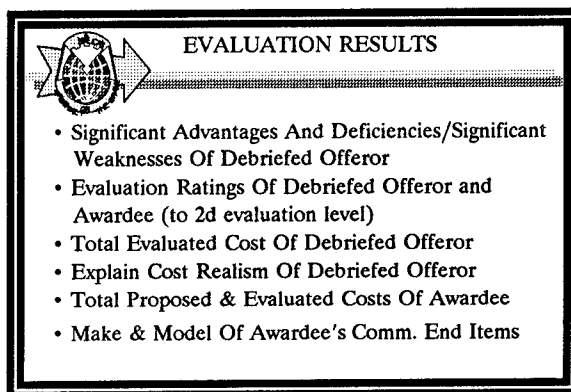
(5) THE TOTAL PROPOSED AND EVALUATED COSTS/PRICES OF THE AWARDEE'S PROPOSAL.

The awardee's total proposed and evaluated costs/prices for each CLIN should be disclosed. Do **NOT** disclose the specific Government cost adjustments to the awardee's proposed costs.

Do **NOT** reveal the proposed or evaluated costs/prices of the other unsuccessful offerors' proposals.

(6) THE MAKE AND MODEL OF ANY COMMERCIAL END ITEMS PROPOSED BY THE AWARDEE.

If the awardee's proposal includes a commercial item that is an end item under the contract, the make and model of the item must be disclosed.



"This handbook is a significant step in improving communications with industry and will help dispel myths regarding the proposal evaluation process."

**comment by a chief executive officer
of a major defense corporation**

RATIONALE FOR AWARD DECISION

The Government must disclose a summary of the rationale for the contract award decision. The rationale is contained in the source selection authority's (SSA) decision memorandum. Contracting officers should furnish the debriefed offeror a copy of the SSA's memorandum, if requested. However, evaluation information concerning the other unsuccessful offerors and proprietary information of the award must be redacted prior to release.

Identify the significant advantages of the awardee's proposal in general terms without revealing confidential proprietary information contained in the awardee's proposal. (See below **WHAT CANNOT BE DISCLOSED!**)

OVERALL RANKING OF ALL PROPOSALS

If the source selection authority ranked the proposals (i.e., the best overall proposal, 2d best, etc.), the overall ranking of all proposals must be revealed. However, the identities of the other unsuccessful offerors should not be revealed. Refer to those offerors by alphanumerical letters or other designators.

WHAT CANNOT BE DISCLOSED!

By law a debriefing may **NOT** include point-by-point comparisons of the debriefed offeror's proposal with the other proposals. If the ratings of the proposals of the debriefed offeror and the awardee are disclosed only to the second level of evaluation, this prohibition should not present a problem.

Also by law, debriefings may **NOT** disclose information that is exempt from release under the Freedom of Information Act (FOIA) relating to:

- (a) trade secrets;
- (b) privileged or confidential manufacturing processes and techniques; and
- (c) commercial and financial information that is privileged or confidential, including cost breakdowns, profits, indirect cost/rates, and similar information.

This information is normally referred to as "proprietary information."

Proprietary information means information contained in a proposal or otherwise submitted to the Government that the submitter has marked as proprietary. Proprietary information does NOT include information that is

otherwise available without restriction to the Government or the public. If the contracting officer believes that information marked proprietary is not truly proprietary, the contracting officer should contact the assigned legal advisor for an appropriate determination before the information is released.


If the contracting officer follows guidelines (1) - (6) under **EVALUATION RESULTS** above, there should be little concern that unauthorized proprietary information will be inadvertently disclosed.

HANDLING QUESTIONS


The debriefed offeror is permitted to ask relevant questions pertaining to whether the Government followed the source selection procedures set forth in the solicitation, applicable regulations, and other applicable

authorities. The contracting officer must make every effort to provide reasonable responses to those questions. However, caution must be exercised not to inadvertently disclose proprietary information of other offerors. Normally, responses should stay within the confines of the guidance stated above. For example, if the offeror requests the evaluation ratings of the other unsuccessful offerors, that information would not be provided. If the contracting officer is unprepared to answer a specific question at the debriefing, the contracting officer should obtain the answer immediately following the debriefing and promptly furnish it to the offeror.

Because the debriefing is the forum for answering reasonable questions, offerors should not be invited to submit questions after the debriefing.

**DEBRIEFING THE UNSUCCESSFUL OFFEROR**

- Introduction
- Ground Rules
- Source Selection Process
- Evaluation Criteria
- Evaluation Results

**DEBRIEFING THE UNSUCCESSFUL OFFEROR (Cont)**

- Rationale For The Award Decision
- Overall Ranking Of All Proposals
- What CANNOT Be Disclosed!
- Relevant Questions

"Comprehensive debriefings are mutually beneficial to us and industry. Follow the guidance in this handbook and strive for outstanding debriefings."

**Commanding General
U.S. Army Materiel Command**

DEBRIEFING THE AWARDEE

Although debriefing an awardee is similar in many respects to debriefing an unsuccessful offeror, there is one significant difference--very little information is revealed regarding the proposals of the unsuccessful offerors.

As discussed in **DEBRIEFING THE UNSUCCESSFUL OFFEROR**, the following outline is suggested:

- Introduction.
- Explain the purposes of the debriefing.
- Announce the ground rules.
- Summarize the source selection process that was used.
- State the proposal evaluation criteria.
- Reveal the evaluation results:


(1) The significant advantages of the awardee's proposal.

(2) The significant weaknesses of the awardee's proposal.

(3) The evaluation ratings of the awardee's proposal to the second level of evaluation. Explain the rating definitions.


(4) The Government's total evaluated costs/prices of the awardee's proposal for each CLIN. Explain significant cost realism adjustments made by the Government to the major cost element level.

- A summary of the rationale for the contract award decision.
- The overall ranking of all proposals (if overall rankings were made during source selection), but do not identify the unsuccessful offerors by name.
- Answer relevant questions pertaining to whether the Government followed the source selection procedures set forth in the solicitation, applicable regulations, and other authorities.



DEBRIEFING THE AWARDEE

- Introduction
- Ground Rules
- Source Selection Process
- Evaluation Criteria
- Evaluation Results
- Rationale For Award Decision
- Overall Ranking Of All Proposals
- Relevant Questions



EVALUATION RESULTS

- Significant Advantages Of Awardee's Proposal
- Significant Weaknesses Of Awardee's Proposal
- Evaluation Rating Of Awardee (to 2d evaluation level)
- Total Evaluated Cost of Awardee's Proposal
- Explanation Of Cost Realism Of Awardee's Proposal

THE POSTDEBRIEFING MEMORANDUM

By law, the contracting officer must include a summary of each debriefing in the contract file. Good postdebriefing memorandums are essential if the procurement is re-opened or resolicited as a result of a protest or otherwise within 1 year of the contract award date.


In those circumstances, the law requires that the contracting agency make available to all offerors information regarding the offer of the awardee that was provided to other offerors at debriefings on the prior contract. This requirement is designed, in part, to place all offerors on a level playing field. Thus, the need for good postdebriefing memorandums is apparent.

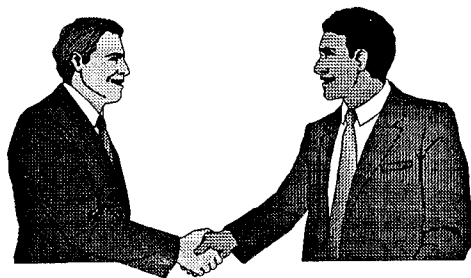
The postdebriefing memorandum should include at a minimum:

- A list of all persons who attended the debriefing.

- A summary of the information disclosed during the debriefing. The most efficient means for doing this is to identify the charts that were used at the debriefing and attach a copy of them to the memorandum.

- The substance of all questions and answers discussed at the debriefing. Include answers provided after the debriefing.

POSTDEBRIEFING MEMORANDUM	
	
• List Of Attendees	
• Summary Of Information Disclosed	
• Substance Of Questions & Answers	



APPENDIX A
Sample Unsuccessful Offeror Debriefing Charts



Figure A-1 -- Cover Chart

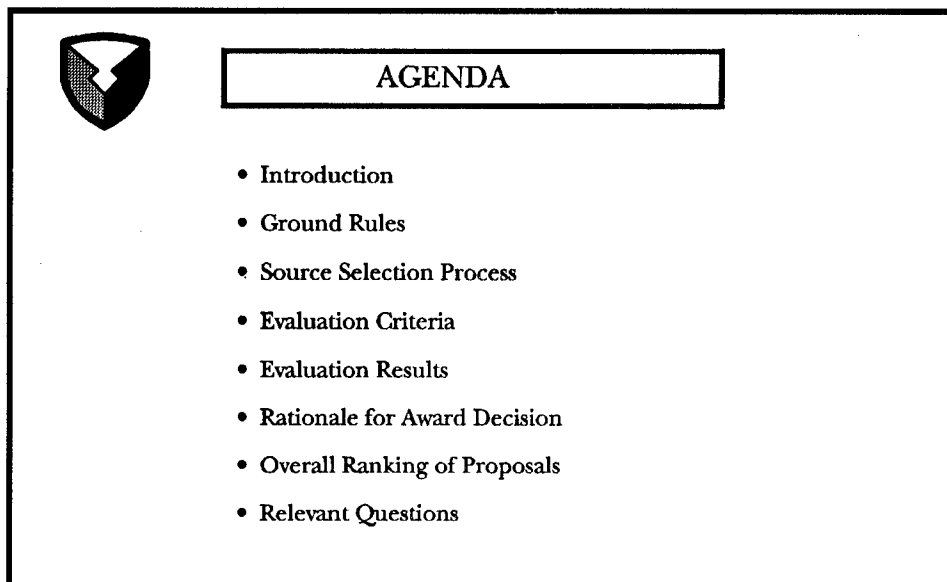


Figure A-2 -- Agenda

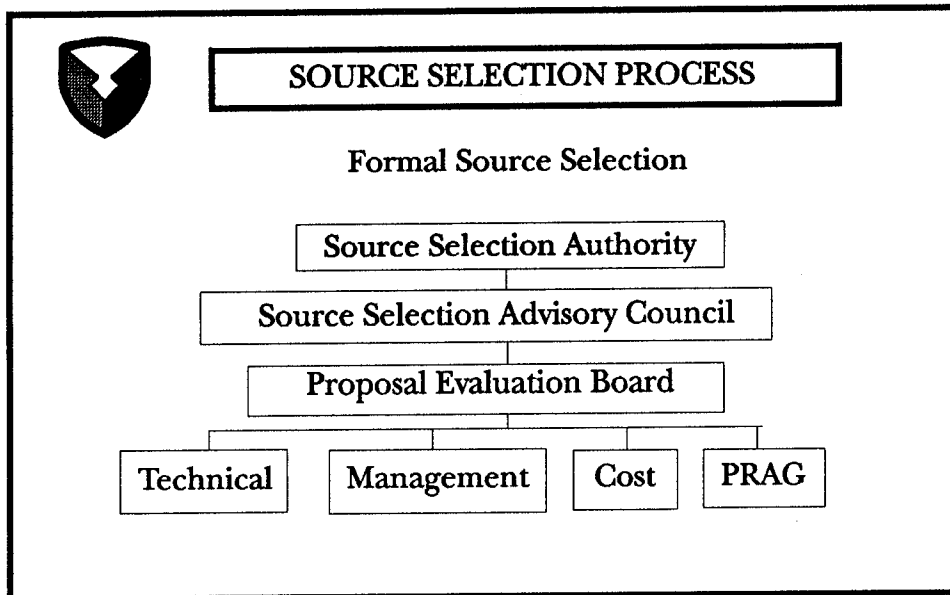


Figure A-3 -- Source Selection Process

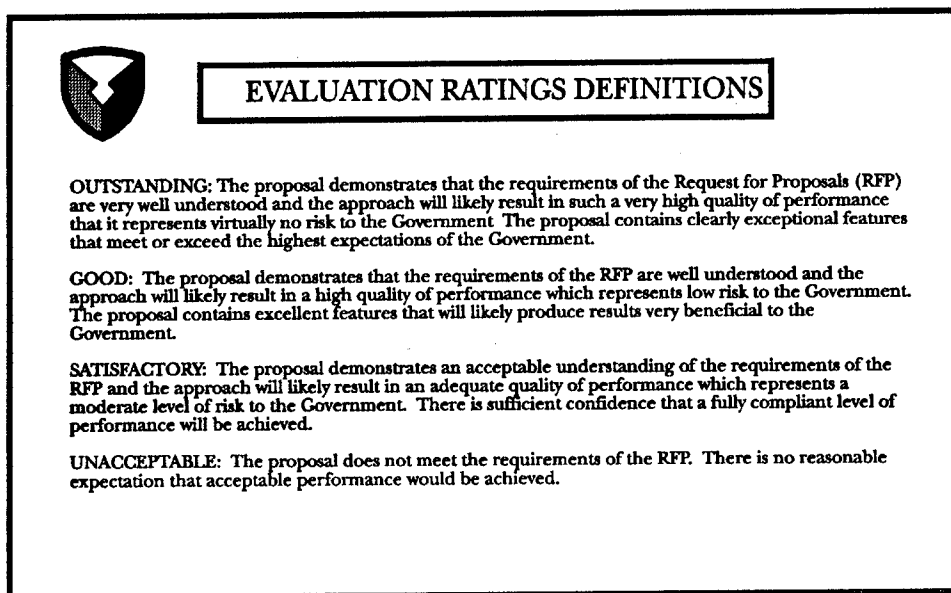


Figure A-4 -- Evaluation Ratings Definitions


 <div>AREA EVALUATION RESULTS</div>		
	Unsuccessful Corp.	Successful Corp.
Technical	Good	Outstanding
significantly more important than		
Management	Good	Good
which is equal to		
Past Performance Risk	Low Risk	Low Risk
which is equal to		
Cost	\$1,095,200	\$1,186,100

Figure A-5 -- Area Evaluation Results




 <div>ADVANTAGES/DISADVANTAGES Unsuccessful Corp.</div>	
<u>SIGNIFICANT ADVANTAGES</u>	
<ul style="list-style-type: none"> • Outstanding hardware architecture. • Excellent cross utilization of personnel. • Extensive corporate experience in high performance computer hardware. • Outstanding internal control and quality assurance procedures. • Use of verification requirements tractability matrix. • Excellent understanding of data requirements. • Excellent understanding of unique platform requirements. 	
<u>SIGNIFICANT DISADVANTAGES</u>	
<ul style="list-style-type: none"> • Software is not user friendly. • Lack of corporate experience in software development. • Insufficient detail on possibility of concurrent installation/training. • Part-time commitment of some key personnel to other projects. 	

Figure A-6 -- Proposal Advantages/Disadvantages



TECHNICAL ELEMENTS		
	Unsuccessful Corp.	Successful Corp.
TECHNICAL	Good	Outstanding
Hardware Design	Outstanding	Outstanding
Software Configuration	Satisfactory	Outstanding
Quality Assurance	Outstanding	Good
Maintenance Approach	Good	Outstanding
Program Scheduling	Outstanding	Outstanding
ALL ELEMENTS ARE EQUAL		

Figure A-7 -- Technical Elements



MANAGEMENT ELEMENTS		
	Unsuccessful Corp.	Successful Corp.
MANAGEMENT	Good	Good
Organizational Structure	Outstanding	Outstanding
Management Programs	Good	Good
Adequacy of Staff	Good	Good
Corporate Experience	Good	Outstanding
Contractor Facilities	Outstanding	Good
ALL ELEMENTS ARE EQUAL		

Figure A-8 -- Management Elements

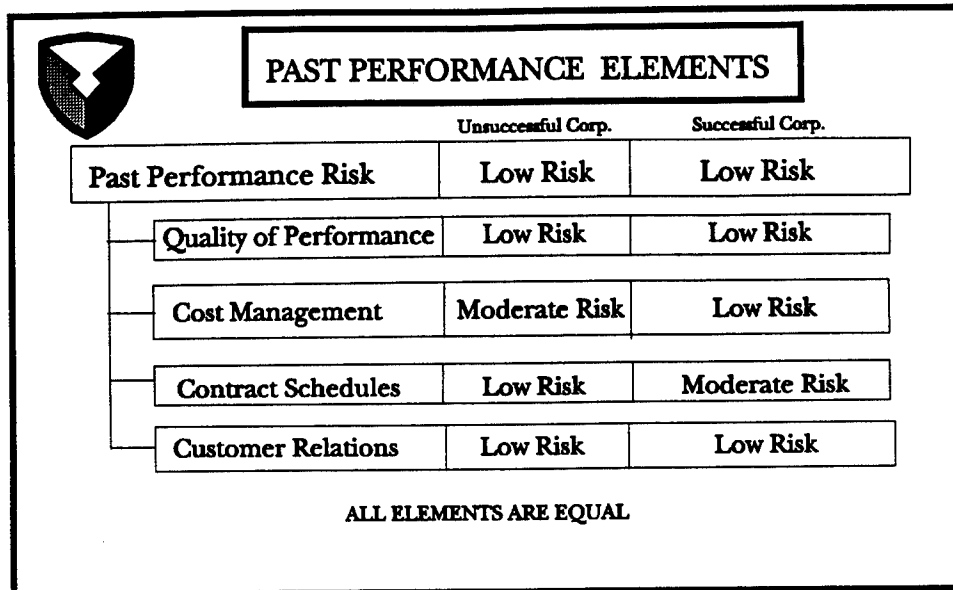


Figure A-9 -- Past Performance Elements

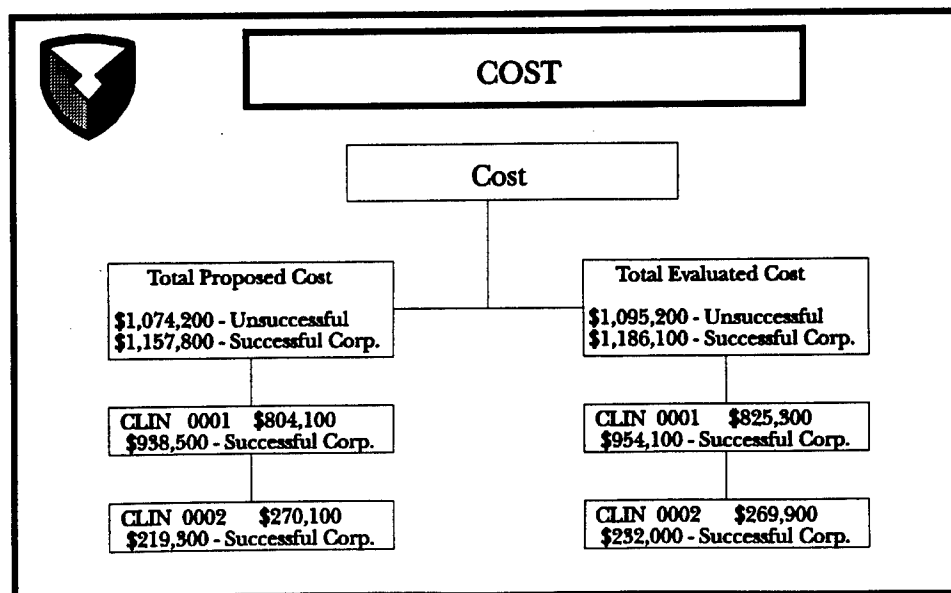


Figure A-10 -- Cost



COST REALISM ADJUSTMENTS Unsuccessful Corp.

	Proposed	Adj.	Evaluated
G&A Expense	\$96,678	+ \$8,320	\$104,998
Travel	\$4,600	+ \$12,680	\$17,280

Figure A-11 -- Cost Realism Adjustments



RATIONALE FOR AWARD DECISION

Successful Corp's innovative approach to software configuration represents a significant advancement in the state of the art in terms of efficacy and user friendly interface. Its proposed hardware architecture is superior to the other offerors in terms of processing speed. Successful Corp. has extensive experience in the development of high performance computer systems and its past performance on similar contracts was outstanding. Overall, Successful Corp's proposed solution coupled with its low risk represents the best value to the Government despite its slightly higher cost.

Figure A-12 -- Rationale for Award Decision



OVERALL RANKING OF PROPOSALS

1. Successful Corp.
2. Offeror C
3. Unsuccessful Corp.
4. Offeror E
5. Offeror B
6. Offeror A

Figure A-13 -- Overall Ranking Of Proposals

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